

8 December 1986

Central Intelligence Agency Equal Employment Opportunity Activities

The Central Intelligence Agency equal employment opportunity and affirmative action program is a multifaceted effort focused on recruitment and retention of women and minorities and the development of their careers through skills training and awareness-building efforts. In recent years we have taken major steps to expand awareness and sensitivity training for managers and employees that cover a comprehensive spectrum of minority and women's issues. We are continuing to make progress in these areas but we still have a way to go.

MINORITY RECRUITMENT

Minority recruitment was our number one priority in FY-86, and it will continue to receive priority attention this year. During FY-86 we visited 29 Historically Black Colleges and Universities (HBCUs), which are the traditional sources for minority employees. As part of a program designed to step-up our recruitment activities on non-HBCU campuses, we also recruited at minority career fairs at such major schools as North Carolina State, University of Virginia, Virginia Commonwealth University, and University of South Carolina. In search of mainly Hispanic and Asian-Pacific-American candidates, we visited 20 non-HBCUs, mostly in the west and southwest. We also recruited at seven conferences including those held by NAACP and National Urban League.

During the year we initiated several unique recruitment approaches which we expect to bear fruit. We brought 13 faculty members from Alabama A&M University to Washington to highlight for them our special student and faculty programs. We also explained to them firsthand our recruitment, screening and processing procedures, and security and medical requirements. We also refined our focus on non-minority institutions, and three Office of Equal Employment Opportunity (EEO) representatives also arranged for a special, CIA-only session with minority students at the University of Tennessee at Chattanooga. The program consisted of briefings and discussions on the Agency's mission and function, occupations of interest, qualifications required, and one-on-one interviews. More sharply recruitment efforts of this type are being expanded at the larger non-HBCU schools, and some ten trips, ranging from such schools as Boston University to the University of New Mexico, are on our schedule for the remainder of our current recruitment season. While we will continue to use established campus contacts, we are also relying on informal networks such as minority fraternities, sororities, ethnic associations and student organizations as additional points of contact.

During FY-86 the Director of EEO, three specific EEO Program Managers (Hispanic Employment, Black Affairs, and Asian-Pacific-American), as well as our four Directorate representatives aggressively participated in the minority recruitment effort while providing assistance to the Agency's regional recruiter facilities. In FY-86 the Agency hired [ ] minorities and [ ] women for full-time permanent employment. The minority figure reflects a 24 percent increase over FY-85. Our recruitment of women--who now represent some 30 percent of the Agency's professional/technical workforce--leveled off somewhat over the past year.

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### SPECIAL PROGRAMS

Special programs in direct support of our minority recruitment effort include the Minority Student Symposium and the Summer Fellowship, and Minority Undergraduate, Graduate Fellows, and Tuition Assistance Programs. These programs are being expanded and will play an important role in helping us develop recruitment feeder groups and recruitment networks at HBCUs and other schools with significant minority enrollments.

#### Minority Student Symposium

This promising new effort begun in FY-86 brought some 18 minority students from a variety of colleges and universities to the Agency for a series of indepth briefings on our mission and objectives. The students, who were enrolled in science, engineering, political science, and economics study programs at HBCUs and two universities with high Hispanic representation, were also interviewed for future staff employment. Of the number participating, seven were offered positions and are being processed. Efforts are already underway to continue this program in the spring.

#### \* Summer Fellowship Program

The Summer Fellowship program provides HBCO faculty and administrators the opportunity to work at the Agency in their areas of expertise. They are able to hone their skills and gain an appreciation of the career opportunities at CIA, which they hopefully will share with their students and colleagues. We had six participants in the FY-86 program, and we have 97 applicants for the 1987 program, which should expand significantly.

#### \* Minority Undergraduate Program

This relatively new but progressive program provides promising undergraduates from HBCUs and other nonminority colleges/universities with a unique opportunity to participate in the substantive work of the Agency.

Junior and senior students are provided an early introduction to CIA through a summer work experience directly related to their academic pursuits. The program affords us the opportunity to evaluate potential future employees and guide them into course work that will prepare them for careers within the various components of the Agency.

In FY-86 six students from HBCUs participated in the summer program, and one already has been hired for full-time staff employment. The current program for FY-87 has been expanded in two ways. Two of our major components--the Directorate of Administration and the Directorate of Science and Technology--will now join the Directorate of Intelligence in participating, thereby significantly increasing the number of placement opportunities under the summer program. Minority students from all colleges and universities (not just HBCUs) have been invited to participate, and nearly 200 students have already applied.

#### Graduate Fellows Program

This program provides a unique opportunity for students who attend or plan to attend graduate school to work with highly skilled Agency professionals for the summer in a variety of occupational areas. This novel and challenging program has attracted approximately 185 bright and articulate students in often "critical occupational categories" to the Agency with a number of them returning as professional employees upon graduation. This continues to be an excellent mechanism to fill a host of professional positions with proven resources.

#### X Tuition Assistance Program

The Agency established the Tuition Assistance Program to assist students currently enrolled in one of our student programs to help defray the high cost of their college educations. Eligible students can receive tuition payments up to \$2,000 provided they return to the Agency as a staff employee upon graduation. An additional sum of up to \$500 will be provided each student with 3.5 or higher G.P.A. Financial assistance has already been provided to over [ ] students from [ ] different academic institutions. We plan to expand the program this spring in accordance with Sections 505 and 506 of HPSCI's Intelligence Authorization Bill. The expanded program will provide a comprehensive scholarship program for minority high school students planning to attend college and interested in employment with the Agency.

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Upward Mobility

The Agency Upward Mobility Program offers broader career opportunities to technical and clerical employees at grades GS-09 and below. From its inception in 1980 through 1986, [ ] employees ([ ] Black, [ ] female) advanced into technical and officer positions through this program.

Training Programs

Our Office of Training and Education has developed a new and comprehensive management training program that covers EEO issues among those included in new managers' responsibilities in an attempt to further sensitize and educate our next generation of supervisors and managers.

In FY-86 the Urban Awareness Seminar conducted by Dr. Charles King, President of the Urban Crisis Center in Atlanta, Georgia, was offered 12 times, reaching approximately [ ] employees. Since 1980 we have contracted with Dr. King to provide these seminars in an effort to help participants become aware of the broader issues involved in black-white and male-female relationships and other minority concerns. Ten runnings have been scheduled for FY-87.

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Our Federal Women's Program sponsored 12 one-week sessions of the Professional Women's Course, training [ ] Agency women in FY-86. We also provided eight runnings of the Professional Men's Course, which trained [ ] male managers. These courses provided substantive training, information, and role experiences from different perspectives to teach leaders of both sexes to understand and accommodate gender differences in the workplace. This training already has been expanded to reach a larger audience in the current fiscal year.

In FY-86 the Office of Logistics--one of our principal employers of wage grade workers and minorities--devised a "Blue Collar" midcareer course, paralleling the Agency's Midcareer Course for primarily GS 13-15 officers. The "Blue Collar" course is intended to provide a broadening experience and new insights on career opportunities for workers with demonstrated potential for advancement. In the first two runnings, some 30 percent of the participants were women and minorities. We expect this high level of minority and female participation to continue.

SUMMARY

Over the past fiscal year, the Agency has hired [ ] full-time minority staff employees and women. We are pleased with our gains in hiring female employees, but we must make more progress in attracting and retaining minorities to staff and managerial positions. We also must continue working to develop minorities and women for broader and higher-graded positions throughout the Agency. We believe our efforts are having a positive impact on the career growth and self-worth of our female and minority employees but we still have a way to go

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